

Thunderbird School of Global Management
top **10** in the
U.S. and
top **20** in the
world for
global reach and
impact of case writing



Thunderbird Case Series Newsletter

Case Series Fall Faculty Workshop set for Oct. 3

Mark your calendars and get ready to explore the world of case simulations and Artificial Intelligence with the Case Series team and guests from Harvard Business Impact

Thunderbird Case Series' Fall Faculty Workshop is set to take place from 10 a.m. to 2 p.m. Friday, Oct. 3, in Thunderbird Global Headquarters, Room 311.

The not-to-be-missed workshop, titled "Making the Classroom Come Alive: Advancing Best Practice Teaching through Case Simulations," will bring together thought leaders from TCS and Harvard Business Impact (formerly Harvard Business Publishing) to explore best practices surrounding simulations.

Through guided sessions and hands-on activities, attendees will gain valuable insights into how simulations and AI can be integrated to enhance teaching effectiveness, foster deeper student engagement, and support Thunderbird's commitment to innovation in management education.

It will kick off at 10 a.m. with a big Thunderbird Welcome. The Case Series team will give an overview of simulations – what they are, their growing role in the classroom (they are currently the fastest-growing product category at HBI), why students like them, and how they're already being used at Thunderbird.

Post this, participants will be taken through a short, 30-minute simulation titled "Crafting Your Life." Note that the simulation can be completed on a phone or tablet, but it is optimized for laptops.

Following a 30-minute lunch break, Naidoo and David Klindienst (Harvard Business Impact) will dive into the role of AI in simulations and offer tools and techniques for building one of your own. This lays the groundwork to kick off TCS' campaign to publish a portfolio of simulations by the end of 2027.

The workshop is in person, but a Zoom link will be available for those who need to attend remotely. RSVP at this link: <https://tinyurl.com/s62mzz7u> or by scanning the QR code here:



The Zoom meeting link will be sent upon successful registration.

Pizza and salad will be provided for lunch. There also will be coffee, water and lemonade before the workshop begins. Please RSVP by Wednesday, Oct. 1, so the team can plan accordingly.





Program takes AI thought leadership to next level

Principled Innovation Fellows pair with Thunderbird faculty to work on 14 projects examining impacts of artificial intelligence.

Five Thunderbird graduate students spent their summer as the first Principled Innovation Fellows, helping faculty with research for upcoming journal articles and cases.

The PI Fellowship Program is part of a larger project, Thunderbird Thought Leadership in Global Principled Innovation for Artificial Intelligence, which aims to examine the risks and opportunities presented by AI, said Pedro Gorozpe Aguilar, Program Manager, Global Development, who has been coordinating the fellows' work with professors.

"Principled innovation" is a concept developed in 2018 by professors, staff and students at ASU's Mary Lou Fulton Teachers College. It's a framework that guides exploration of new concepts and technologies, in service of the question "how do we as a society approach new scenarios?" Gorozpe Aguilar explained.

Thunderbird's project probes the impact of AI—including potential benefits, dangers of unchecked use, and access issues for developed countries vs. developed ones—through the lens of global business and cross-cultural management.

Fellows John T.S. Gondo, Melisa Lucia Torres Mejia, Olive Zimbudzana, Sylvia Kunkyebe, and Rubina Almas hail from Colombia, India, Zimbabwe and Ghana and reflect one of Thunderbird's strengths—the global mindset and market, and cultural understanding, Gorozpe Aguilar said.

"We wanted that to be present in this project," he said.

They began work on May 12 with a week of onboarding that included training in AI, principled innovation, navigation of academic research,

and best practices in case writing, he said. He added that their summer fellowship ended Aug. 1, but both students and faculty want to continue their collaboration through the fall semester.

They were paired with participating faculty whose proposals were accepted for the program. In all, 14 projects were selected—10 academic articles and four business cases. Ziru Li, Seigyoung Auh, Josh Ault, Shirley-Ann Behraves, Sophal Ear, Aneel Iqbal, Roy Nelson and Preethika Sainam are working on academic articles; Behraves, Anjelina Belakovskaia, Lena Booth, Sophal Ear, Euvain Naidoo and Thunderbird Director General and Dean Charla Griffy-Brown are writing cases (some in teams).

The fellows' goal is to provide faculty support as research assistants. They will work closely with faculty while they learn about research approaches and technology—and ultimately principled innovation.

They will "become ambassadors of this way of approaching problems and challenges," he said.



THUNDERBIRD'S PI FELLOWS LEARNED about bot creation during a session with Farnaz Avarzamani, an ASU doctoral student and student worker with the PI team at Mary Lou Fulton Teachers College. From left to right are Melisa Torres, Rubina Almas, Avarzamani, Olive Zimbudzana, John T.S. Gondo, and Sylvia Kunkyebe.

In their own words ...

Four of Thunderbird's PI fellows took time to share a little about their work.

Rubina Almas

My name is Rubina Almas, and I'm earning my MS in Global Management with a concentration in Data Science. My country of origin is India.

This summer, I've been working under the mentorship of Professor Ziru Li as part of the Global Principled Innovation in Artificial Intelligence Fellowship. Our project focuses on analyzing the impact of AI-generated summaries (AIGS) on consumer decision-making in e-commerce. I've been involved in both qualitative and quantitative analysis, examining how these summaries influence trust, engagement, and behavior. The project also explores the intersection of AI ethics and responsible innovation, aiming to develop frameworks for more transparent and user-centered AI tools.



John T.S. Gondo

My name is John TS Gondo, a graduate student from Zimbabwe at Thunderbird School of Global Management, where I'm pursuing a Master's in Global Management with a concentration in Data Science.

As a Graduate Principled Innovation Fellow, I've been assisting Professors Man Xie and Uyen Tran on a research initiative titled "Balancing Personalization and Privacy: AI Integration, Data-Collection Depth, and Lead Generation in Higher-Education Recruitment." This study addresses the ethical deployment of AI in recruitment, focusing on data minimization and user engagement.

My contributions include:



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Underbirds flying high with case method-related career advice

Employers are looking to hire candidates who are always learning and ask the right questions—and that is exactly what students can learn through the case method. Case Series Director Euvin Naidoo told those in attendance at the kickoff of the Undergraduate Thunderbird Student Club (UTSC) Fall Faculty Spotlight.

In “Cracking the Case: How the Case Method Prepares You for the Job Market,” Naidoo shared the secret to landing a dream job: Teach yourself how to continuously learn.

Those who are comfortable with ambiguity, can ask the right questions and think on their feet, and are able to adapt as circumstances change make good problem-solvers, he said.

The case method is an excellent training ground for real-world problem-solving. Students are given a problem—the hook of a case—and must mine the case’s exhibits and text for data that allows them to ask the right questions to solve it.

Resilience is but one key to landing that dream job; another is preparation. He cautioned students against scoring own



MORE THAN 30 PEOPLE filled Room 335 on Wednesday, Sept. 24, for UTSC’s resoundingly successful kickoff event, which was joined by Deputy Dean Jonas Gamso, Undergrad Dean Roy Nelson and Prof. Euvin Naidoo.

goals, such as arriving late to an interview, not doing enough preparation or not knowing the company’s dress code.

AI can be a help when it comes to such research: “It can guide you, but you have to do the prep,” he said.

Classmates can also help. Naidoo encouraged students to see each other not as competition but collaborators who can learn from and teach one another.

“Leaders are not born, they are created,” he said.

Global impact — TCS at The Case Centre’s 2025 Case Forum



The U.K. Case Centre hosted its fourth annual global Members’ Case Forum on Wednesday, Sept. 24. It drew top professors and management thinkers from some of the world’s leading schools, including INSEAD, IMD and Ivey.

Thunderbird Case Series Director Euvin Naidoo was one of the featured speakers invited to lead a master class session on Thunderbird’s innovative summer case writing course. The session, titled “Learning by doing: Agility and the art of storytelling,” drew a large attendee base where details of Thunderbird’s focus on practice and preparing students for industry was shared.

He also joined a case teaching networking session to share tips with a number of faculty from around the world who are new to case teaching and writing.





UTSC CLUB LEADERS kicked off the semester on Wednesday, Sept. 24. This successful workshop was joined by Deputy Dean Jonas Gamso, Undergrad Dean Roy Nelson and Prof. Euvin Naidoo. Read more about the advice students received on **Page 3**.

9 cases join TCS collection, more on the way

With the assistance of a fantastic group of graduate student assistants, TCS was able to publish nine cases this summer.

■ Financial Leverage Practice of Indian Telecommunications Ltd.: Bane or Boon

■ Managing Sepsis – Digital Transformation and Workflow Integration at St Luke's University Hospital Network

■ Blockchain Intelligence Group in Korea: Using Analytics To Help Law Enforcement Track Potential Money Launderers

■ Cost of Leaves: Unilever in Kenya

■ Aliko Dangote: Succeeding Where Others Fear to Tread

■ Hello Tractor: the Uber of Agriculture in Sub-Saharan Africa

■ Riyadh Metro: Transforming the City's Smart Transportation Landscape

■ Colombia Healthcare International S.A.S.: Driving Patient-Centric Digital Transformation in Latin America

■ PhysiMetric's BioScan Project

Two more cases near the finish line, with 11 additional submissions in the pipeline.

Did you know ...

Thunderbird Case Series now has its own LinkedIn feature page. Be sure to follow us there for all the latest news and information from TCS!

Simply click the link here or scan the QR code

at left: <https://www.linkedin.com/showcase/thunderbird-case-series/>

You can also follow @thunderbird_case_series on Instagram: https://www.instagram.com/thunderbird_case_series/



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In their own words ...

Melisa Torres

My name is Melisa Torres, and I'm a Master of Global Management student at Thunderbird, with a concentration in Data Science. I'm originally from Colombia.

As part of the Global Principled Innovation in AI Fellowship, I've been working on several research projects under the guidance of Thunderbird faculty:

With Professors Preethika Sainam, Ziru Li, and Seigyoung Auh, I've been supporting a U.S.-focused research study on Organizational AI Readiness, contributing to survey design and the integration of Principled Innovation values into the study framework.

In collaboration with Professor Shirley-Ann Behraves, I've been working on the development of a case study on Helen's Daughters, a Saint Lucia-based nonprofit, as part of a broader project exploring the intersection of AI, inclusion, and agricultural entrepreneurship in the Caribbean.

Lastly, under the direction of Professors Anjelina Belakovskaia and Lena Booth, I'm contributing to the design of a fintech-focused teaching case involving a portfolio construction simulation that compares student investment strategies with AI-generated recommendations. My role includes developing the case structure, researching financial data, and supporting the ethical analysis of AI bias in decision-making.



Olive Zimbudzana

My name is Olive Zimbudzana, and I'm a Master of Global Management student at Thunderbird, concentrating in Global Business. I'm originally from Zimbabwe.

As part of the Global Principled Innovation in AI Fellowship, I've had the opportunity to work under the mentorship of Professor Sophal Ear and Professor Roy Nelson on two exciting and deeply impactful projects:

With Professor Ear, I am helping him with a scholarly paper and teaching case titled "Control or Consent?," which examines AI surveillance governance in Cambodia. This work draws from theoretical frameworks such as Digital Authoritarianism, Surveillance Capitalism, and AI Ethics & Governance, and explores how emerging technologies are reshaping power dynamics in Southeast Asia. I've been responsible for strengthening empirical depth, connecting theory to case narratives, and co-developing the teaching note for classroom use.

With Professor Nelson, I've supported research and document translation work related to Latin America's evolving AI and mining policies, particularly in the context of Chile's lithium industry and the geopolitical implications of resource nationalism. I've also contributed to comparative research on the diffusion of AI governance across Brazil, Chile, and Peru.

Gondo (From Page 3)

A literature review leveraging AI tools to enhance research efficiency.

Development of a chatbot and web application to support

experimental data collection.

This work exemplifies Principled Innovation, particularly Civic Character and Integrity, by promoting ethical, interdisciplinary solutions to systemic challenges.



Case Series latest news



Thunderbird's inaugural Case Cup Competition crowned its first champions last semester, recognizing outstanding case-writing on the theme "Thriving in the Age of AI."

Stanford Rusoso and Rudo Gwanzura won the Grad/Mixed Team category while Carola Maria De Rada took first place in the Undergraduate category. They joined other finalists from the Graduate/Mixed category – Sanchit Gupta (second) and Gideon Owusu and Sylvia Kunybebe (third) – at an Aug. 8 workshop designed to help them prepare their cases for publication in the Thunderbird Case Series.

With more than 20 students across 10 teams participating, the TCS team plans to make the Thunderbird Case Cup an annual tradition. The 2025-26 contest will begin accepting entries in late November, and case drafts will be due in early January. That will give judges almost a month to evaluate entries so winners can be announced at the second annual Case Series Conference on Feb. 6.

The first-place winning case in the Graduate/Mixed category, "Weathering the Storm: 4IR Technologies Revolutionizing Disaster Response," resulted from a simple but impactful idea: Stanford Rusoso and Rudo Gwanzura wanted to write about the impact of AI in disadvantaged communities.

"Thunderbird encourages global leadership addressing global challenges, and with the advent of artificial intelligence, it was only proper for us to focus on something that would make an impact on the lives of disadvantaged communities," Rusoso said in a video interview after the awards ceremony. Watch the video here: https://lnkd.in/gqzG_rvW

His advice for other students considering entering the next Thunderbird Case Cup Competition? He recommended that students participate in case writing "because case writing opens up to applied research. You're not only writing your story but you are researching about critical principles that you are learning in class."

Even novices should "go for it," he said. "We all start from somewhere, so it's important to submit a case regardless of whether you consider yourself to be perfect or not."

The Thunderbird Cup's goal stretches beyond simply encouraging students to write cases and get a publishing credit to showcase on their resumes.

"The DNA of the Thunderbird Case Cup is more than just cases. This is our way of preparing our students to become true problem-solvers," Thunderbird Case Series Director Euvyn Naidoo said.

Having read the cases entered by her competition – also her friends – in the Thunderbird Case Cup Competition's Undergrad category, De Rada was especially honored that her case was chosen. The case, "TechInvest and the State of the Mediterranean: Innovating Arbitration in the Age of AI," examined how AI can be integrated with arbitration.

"The integration of AI into arbitration is extremely relevant because it addresses the growing need for efficiency, fairness and transparency in international dispute resolution," De Rada said, adding that the current process is slow, costly and subject to human bias. "And thanks to AI we can address these incredible problems and make global arbitration easier for everyone."



One of her biggest takeaways from the competition: Always try. "You should never let an opportunity pass just because you were scared of trying."

Watch a video interview with Carola here: <https://vimeo.com>

